

## Building Competent Sales Organizations

In the average sales organization the amount of business lost through men who do not make good in important territories is big. Selling authorities estimate that it costs \$3,000 per man to develop District Sales Managers. For one hundred men this amounts to \$300,000.

THE BUSINESS BUILDERS eliminates this loss to the corporations it expands, and reduces the element of risk on men to the minimum. The sales organization is built simultaneously with the selling of the securities, and selections for District Managers are made from actual records of consistent work.

This is one of the efficiencies of the BUSINESS BUILDERS' method of financing. It ensures a competent sales force. It also ensures immediate sales action by the expanded corporation.

## JAMES W. ELLIOTT'S BUSINESS BUILDERS

Incorporated  
Knickerbocker Building  
Forty-second Street and Broadway  
12th and 13th Floors



"HURLINGHAM"  
Brimful \$5-\$7  
of Style

A bonnie hat for blithe September... and exclusively YOUNG this jaunty model which so deftly chimes with the spirit of the season.

YOUNG  
Founded 1862  
581 Fifth Avenue  
at 47th Street  
Correct Hats for Men and Women

## French Vermouth



ITS superb flavor and blending qualities make it a "private stock" last longer and taste better, too. And, as an appetizer—well, just try it!

"Original Recipes"—our new booklet, sent free upon request.

McQuinn  
Restaurant & Wine Co.  
464 West 11th St., N. Y. C.  
Tel. Bvline 564



FAMOUS restaurants frequently serve Long Island Duckling. The chefs appreciate its wonderful flavor. Patrons expect to find it on the menu. You can also order from your butcher for home cooking.

Studio will open September 19th.

PIRIE MACDONALD  
Photographer of Men  
576 FIFTH AV. COR. 47th ST.

An advertisement in the Lost and Found columns of THE NEW YORK HERALD offers a real possibility of recovering your lost property.

## HARDING OUTLUCKED AT GOLF, SAYS CADDY

He and H. F. Whitney Lose to J. L. Replegle and Percy R. Pyne 2d.

MAKES HIS ROUND IN 103

President and Wife Enjoy Day at Piping Rock After Visit to Navy Yard.

AT SOUTHAMPTON TO-DAY

Plans Are for Party to Start for Washington To-night on Yacht Mayflower.

President Harding went on a golfing voyage down Long Island Sound yesterday. Leaving the yacht Mayflower at Glen Cove he drove to Locust Valley and played over the course of the Piping Rock Club. Before sunset he and his travelling companions were again aboard the yacht and headed for Gardiners Bay, at the end of the island. To-day he will have another try at his favorite sport at the National Golf Club, near Southampton. This will end his sojourn near New York. To-night the Mayflower will be on the ocean, returning to Washington.

Each President of the United States is an honorary member of Piping Rock. Woodrow Wilson played there in 1917. Mr. Harding does not pretend to be a sharpshooter as a golfer, but as Presidents go he is a good one. By driving moderately, keeping good direction and performing neatly on the greens he was enabled yesterday to turn in a card of 103 for the full eighteen holes. The course is regarded as rather difficult.

His partner in the foursome was Howard F. Whitney, president of the United States Golf Association. Their opponents were J. Leonard Replegle and Percy R. Pyne 2d. Sad to relate, the Presidential combination was beaten. But this, one of the caddies related, was due to no special failing but rather to the opposition being "rotten with luck."

While the match was in progress Mrs. Harding and members of the party from the Mayflower, including Secretary of Commerce Hoover and Secretary of War Weeks, found diversion in the clubhouse, where some of them played bridge.

Staying up late for Monday evening's theatre party did not prevent Mr. and Mrs. Harding and the other Administration vacationists from rising at a little after 7 o'clock yesterday morning in their rooms at the Ritz-Carlton Hotel. After a light breakfast they went to the New York Navy Yard, where the Mayflower lay. Mrs. Harding, attired in a green travelling suit, waved a bouquet of lilies of the valley at several hundred persons gathered outside the hotel to bid the city's guests good morning.

Navy Yard Is Visited.

The line of motor cars moved rapidly down Fifth Avenue and over to the Manhattan Bridge, and the travellers were on the Mayflower by 9 o'clock. At the gates of the navy yard the commander, Capt. C. T. Vogeleisen, met them.

At the pier the crew of the Brazilian battleship Minas Geraes stood at attention. Their band played "The Star Spangled Banner," and of course the President stopped and bared his head. The Brazilian commander, Capt. Conrado Heck, was presented to him. A salute of twenty-one guns from the United States receiving ship Pueblo smote the water as the Mayflower started toward Hell Gate.

The President's yacht made the run to the New York Yacht Club's landing, Glen Cove, in two and a half hours. The Mayflower's launch took the pilgrims to the pier. The President waved off a helping hand and vaulted the rail to the plank.

A committee from the Piping Rock Club met the visitors at the pier. Among these were Frederic P. Moore, chairman of the house committee and head of the welcome, and Henry Rogers Whitney, president of the club, in Europe; A. Z. Gray, the secretary; H. F. Whitney and Messrs. Brokaw and Pyne. President Harding also had a handshake for Capt. Unneborg, skipper of the New York Yacht Club's pier.

Mrs. Harding Is Received.

An umbrageous ride of about four miles brought the party to the Piping Rock Club, where a committee of women members was waiting to receive Mrs. Harding. Then sixteen persons sat down to a hearty Presidential luncheon. This ended with blueberry pie—Long Island blueberries. But despite the heartiness of the meal the President was so anxious to match his skill against the baffling golf course that he did not wait the full hour after eating prescribed by some doctors as a settler before exercise. Far for the course is 72, but the best score of any amateur is 74, made two years ago by S. David Herron. The record is 69, made by the club's professional, Jack Weems.

The President came next. His bag had eight clubs. His proud bearer, an eighteen-year-old boy, rejoices in the

## HARDING OPENS A DRIVE ON BLOC SYSTEM IN CONGRESS

Continued from First Page.

ers' lobbies had been established in Washington. They represented all branches of the political movement among farmers, ranging from the North Dakota Non-Partisan League group to more conservative organizations. All of them, however, had politics in mind as the best method of procedure.

The result was a series of subdivisions, so that one group represented the grain growers, another the livestock producers, and another the dairy interests and still another the cotton producers. The fruit growers were represented, and still others represented a radical movement which aimed to use the farmers' movement for selfish purposes. The whole movement was predicated upon the idea that legislation for farmers should be passed regardless of what other interests of the country demanded.

This found its chief expression in the tariff, and its expression had much to do with discrediting the movement. Exorbitant profits on wool, hides and butter had the effect of awakening clear thinking farmers to a realization of what really was being brought about.

Although the agricultural bloc has been bolder than any other group during the last few months in demanding legislation of special benefit to the farmers of the country, the bloc idea has spread out in many other directions. The only groups that have actually organized, in addition to the agricultural bloc are the following:

Pacific coast bloc, irrigation bloc, ex-service men's bloc, and the new or "baby" Congressmen's bloc.

Of all these groups perhaps the least objectionable from a broad and statesmanlike view of Congressional affairs, is the group of "baby" Congressmen. They do not represent any special section of the country, or any special interest. One of the prime movers in this bloc is Representative Martin C. Ansoorge of New York City.

These "baby" members believe the old timers "fiddle around" too much, that they waste too much time in conducting the business of Congress. They stand for speedier and more efficient legislative methods, more pep in the Congressional machinery.

Senator Hiram Johnson, and Representative Julius Kahn, chairman of the House Committee on Military Affairs, both of California, are among the foremost members of the Pacific bloc. Any legislation which they believe will benefit that section of the country is backed by this group. The Senators and Representatives have been chiefly interested in recent years in the exclusion of Oriental and chiefly Japanese immigration; larger appropriations for Pacific coast naval bases and higher tariffs on products of the Pacific coast.

Senator McNary of Oregon heads the bloc of Senators and Representatives interested in the larger development of irrigation projects. This congressional bloc from the coast and mountain States, which must depend chiefly upon artificial irrigation for the further development of their agricultural interests. All

name of Luke Mark, lives in Glen Cove and caddies under a flat brimmed straw hat. Standing Mr. Harding carefully laid his club on a stone before addressing the ball. He took two practice swings and then lammed her.

"Ah," he said, cheerfully, "I flubbed that one, didn't I?"

He did, but not so terribly. The ball left the ground and covered about seventy-five yards before it landed and stopped rolling. Mr. Harding followed him. His was the only perfectly clean drive of the four. The four players stopped at the edge of the green at the behest of photographers, then were off on the long tramp.

Using a brassie for his second shot, the President got a good 150 yards. The third took him over a bunker and nearly to the foot of the green. He was on the green in four and in the cup with one putt, par for the hole being 4.

That was the last the public saw of Mr. Harding in the game except when his smart form was occasionally discernable from the clubhouse as the players emerged from behind knolls or clumps of trees in making the round, until they neared the clubhouse at the eleventh hole and appeared for a final glimpse at the eighteenth. The four some following this was made up of Senator Frelinghuysen of New Jersey, Henry P. Fletcher, Under Secretary of State; Frederic P. Moore and Clifford V. Brokaw.

Not even Secret Service men followed President Harding as he played, but one or two kept fairly abreast of him by walking in the woods skirting the course. Among the spectators who watched the start from the clubhouse were Mrs. Harding, Mrs. W. K. Vanderbilt, Jr., Mrs. F. E. Webb, Mrs. George S. Brewster, Mrs. Henry P. Fletcher, Mrs. John T. Pratt, Mrs. Harold Pratt and Secretaries Hoover and Weeks.

As the afternoon went on other members of the club arrived, until the drive was full of motors and a crowd of about 100 persons were gathered to see the players come in.

ALIEN WAR PRISONERS ARE TO BE DEPORTED

General Amnesty Problem Will Thus Be Solved.

Special Despatch to THE NEW YORK HERALD, New York Herald Bureau, Washington, D. C., Sept. 13.

Alien political prisoners, convicted of violating war time statutes, are to be deported, under the Government's present plan, to clear up the general amnesty problem.

Most of the 2,200 offenders now serving terms in Federal prisons for obstructing the draft, for violating the espionage act, for sabotage, and for many other war listed crimes fall within the class of those who have been naturalized, and who still are subjects

measures looking toward larger appropriations and more liberal treatment by the Federal government of these projects are earnestly advocated by this group. Representative Walter F. Lineberger of California and Representative Royce C. Johnson of South Dakota have been taking a leading part in the bloc of ex-service men. They are of course quick to get behind and push any legislation looking toward financial relief or other benefits for former service men. This group was strongly in favor of the soldier bonus bill, which has been temporarily laid aside in the Senate, on recommendation of President Harding.

Besides the organized Congressional blocs, there are others whose lines are not so sharply defined, but which are nevertheless powerful when they choose to exert their power. Opposed to the agricultural bloc is a more or less loosely held together group of Senators and Representatives who represent the larger cities of the eastern section of the country, and who are usually found voting together on tariff matters, immigration questions and the like. They quite frequently also are found opposing projects advanced by the agricultural bloc which have for their purpose the benefit of the citizens who must have the articles the farmer produces.

One of the most powerful groups in Congress is the labor group, but it is not organized in the same manner as the other groups, and it is therefore not so well defined. Its members come to front whenever there is any legislation that affects the laboring classes, and particularly the labor union.

A small but no longer influential group is that led by Senator LaFollette of Wisconsin and composed of so called radicals. Let any bill come before either branch of Congress which is designed to benefit the railroads or what these men love to call "the interests," and their voices are raised against it.

All sorts of combinations are formed whenever tariff legislation is under consideration, and these are in particular evidence now, during the consideration of the Fordney tariff bill. One of these groups is of long standing. It comprises the Senators and Representatives from the sugar cane district of Louisiana and those from the beet sugar states, the Northwest and the mountain States. These men are just now strongly advocating a protective tariff on sugar, which is on the free list under the present Underwood tariff law.

The wets and dries in Congress have become solidified into well defined groups during the last few years, but they have not found it necessary to organize. Representative Volstead (Minn.), chairman of the House Judiciary Committee, is the recognized leader of the extreme dries in the House, and Senators Sterling (S. D.) and Willis (Ohio) are the extreme dry leaders of the Senate. Some of the moderate members from the coast and mountain States (Ky.) and Broussard (La.) have recently come to the fore as leaders of the wets, or at least of the more liberal element in Congress on this question.

of foreign countries. Many of them are Russians.

The Government's first move to deport the aliens now imprisoned was made to-day. The Department of Justice decided in the case of four Russians. These men are just now strongly advocating the draft, that the Government will release them only on the condition that they be deported to Russia.

The committee agreed to sections of the House bill exempting from tax interest on bank deposits of foreigners engaged in business in this country, but not having regular places of business, and exempting fraternal beneficiary societies from Federal taxation. It agreed also to the House provision permitting corporations after next January 1 to make consolidated returns for subsidiary

companies or an individual return for each subsidiary.

Discussing action on the levy sections, Chairman Penrose said in his opinion no new taxes would have to be imposed and that sufficient funds would be raised by the levies already agreed upon. The thought of the committee, he added, was to repeal the taxes on the transportation of freight and passenger, while the levies on oil by pipe lines and on express packages retained because there was no particular demand for their repeal.

Under the bill as amended to-day corporations would pay \$50,000,000 less in taxes in 1922 than under the present law, but most of this loss in Government revenue would be made up by committee changes.

The reduction in corporation taxes would be accounted for by repeal of the capital stock tax. In 1922, however, corporations would pay \$242,500,000 less than under the present law, according to Treasury estimates, through repeal of the profits tax, which would cut Government revenues \$450,000,000 a year. As an offset corporations, it was explained, would pay an additional \$297,500,000 in income tax, estimated at \$297,500,000.

SPANISH FORCES GAIN GROUND IN MOROCCO

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learned that yesterday the advance column of Gen. Cabanilla had reached a narrow tongue of land between the Mediterranean Sea and the Gulf of Marchica. The army was being supported, according to these reports, by fleets and guns, and accomplished the occupation of the neighborhood of Zocolarbas, at the end of the peninsula, without loss to the Spanish.

The advance is continuing against Zelouan, which the Kabyle tribesmen probably will evacuate, along with Nador, as both these places have been

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## EXCESS PROFITS TAX EXTENDED TO JAN. 1

Senate Committee Sides With House and Against Mellon on Corporation Levy.

WASHINGTON, Sept. 13.—Corporations would be required to pay excess profits taxes for another year under a decision to-day of the Senate Finance Committee, which finally approved the provision in the House bill repealing these taxes as of next January 1 instead of last January 1, as recommended by Secretary Mellon.

The committee also inserted a provision in the House measure repealing the capital stock tax, effective next year, and adopted an amendment increasing the corporation income tax from 10 to 15 per cent. instead of 12 1/2 per cent., effective January 1, 1922. These represented the major decisions reached at two sessions, although it was said officially that the committee virtually had decided to amend the House bill so as to continue the tax on express packages and oil transported by pipe line. Whether any portion of the taxes on the transportation of freight and passengers will be retained after next January 1 will depend, Chairman Penrose said, upon a report to be made to-morrow by the Treasury as to the agreed upon at the White House tax conference last month.

With this information in hand, Chairman Penrose said the committee probably could finish all levy sections of the bill to-morrow.

Provisions in the House bill stricken out to-day included those exempting from the income tax the salaries of the President and Judges of Federal courts, the first \$500 of income from investments in building and loan associations and contributions made by corporations for charitable purposes. The committee also disagreed to the House provision allowing travelling salesmen to deduct from their income all expenses incurred while on the road.

A new section added to the House bill would require individuals having a gross income of \$5,000 annually to make a return, irrespective of whether the total amount of net income was taxable. Chairman Penrose said the Treasury expected through this provision to collect income tax from many persons not now making returns.

Another provision added by the committee would permit banks to deduct for purposes of Federal taxation the amount of taxes paid to States on the shares of stockholders.

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